

Draft Council Plan 2013 - 2017



Borough of Queenscliffe
Queenscliff & Point Lonsdale, Victoria, Australia

Borough of Queenscliffe

Council Plan 2013 – 2017

Our Vision

A vibrant, safe and welcoming community that draws inspiration and life from our heritage, unique environment and connection to the sea.

Our Values

The values below guide our behaviour and help us achieve our vision.

Community	Strongly connected to, greatly interested in and responsible to the Borough community
Collaboration	Respecting and working effectively with those around us
Professionalism	Motivated to improve what we do and how we do it
Accountability	Being open and transparent in our decision making and reporting
Balance	Fostering a productive, flexible and family-friendly environment
Heritage	Drawing on our history to shape our future
Environment	Living sustainably and protecting our diverse natural environment

Strategic Direction

Strategic Objectives

Council has identified five strategic objectives. Each strategic objective picks up a different aspect of Council's service planning and delivery over the next 4 years:

1. A healthy, involved and creative community
2. A vibrant local economy
3. A unique natural environment
4. A well-planned and attractive place to live and visit
5. A proactive and accountable Council

Strategies

The Strategies are statements about what we aim to undertake on behalf of our Community to achieve each strategic objective. These strategies highlight the many challenges and opportunities facing the Borough of Queenscliffe and capture the intended outcomes of Council's ongoing service delivery.

Strategic Indicators

The strategic indicators will be used to monitor the achievement of the strategic objectives. These indicators will be measured over the four year period of the Council Plan.

Reporting against the Council Plan

Progress against the Plan will be reported to Council on a quarterly and annual cycle. The performance of Council against the Council Plan including outcomes in relation to the strategic indicators will be included in the Council's formal Annual Report to the Minister for Local Government.

Initiatives

The strategic objectives will be achieved by implementing initiatives in specific financial years. This may be new or expanded services or capital works. The Council's performance statement will measure the significant activities undertaken in specific financial years.

Strategic Objective 1: A healthy, involved and creative community

Portfolio: Community Wellbeing & Amenity

Strategies

- Promote community health and wellbeing
- Facilitate access to a range of sport and recreation activities
- Protect, enhance and promote public health
- Support local clubs and community organisations
- Encourage and recognise volunteers
- Facilitate access to child and family services and life-long learning opportunities
- Invest in activities and events that respond to the needs of young people
- Support older residents and people with disabilities to access services and live independently
- Promote shared use of community facilities
- Promote community safety

Strategic Indicators

Community wellbeing

Measure	Data Source	Target
Subjective Wellbeing Community Connection Perceptions of safety Citizen Engagement Participation in Arts & Culture	VicHealth Indicators Survey using the Australian Unity Wellbeing Index	Maintain or improve Borough of Queenscliffe survey results
Self Reported Health Social Support Volunteering	Community Indicators Victoria Survey	Maintain or improve Borough of Queenscliffe survey results

Public Health

Measure	Data Source	Target
Number of food safety compliant premises in the Borough of Queenscliffe	Borough of Queenscliffe Environmental Health Inspection reports	80% of premises compliant

Community Satisfaction

Measure	Data Source	Target
Performance Index Score for: <ul style="list-style-type: none">• Family Support Services• Elderly Support Services• Recreational Facilities	Borough of Queenscliffe Community Satisfaction Survey	Maintain or improve survey results

2013/14 Initiatives

1. Administer a community grants and sponsorship program to support local clubs and community organisations;
2. Conduct public events that recognise the contribution of volunteers;
3. Support local organisations plan and implement community recreation, sport, and civic activities and events;
4. Produce and implement the Borough of Queenscliffe Municipal Health & Wellbeing Plan 2013-2017;
5. Provide an accredited, responsive aged and disability support service with a 'zero waiting' list;
6. Ensure statutory obligations with respect to the Food Act 1984 and Public Health & Wellbeing Act 2008 are met;
7. Establish a joint use agreement and shared facility management arrangements between Queenscliff Senior Citizens and Queenscliff Sea Scouts.

Strategic Objective 2: A vibrant local economy

Portfolio: Local Economy

Strategies

- Manage and operate an accredited and vibrant Visitor Information Centre service
- Increase tourism visitation to the Borough
- Support local businesses and new business investment
- Work with local, regional and state tourism organisations to promote Queenscliffe as a holiday, events and festivals destination
- Advocate for improved public transport
- Increase access to and occupancy of Council managed holiday accommodation

Strategic Indicators

Employment

Measure	Data Source	Target
Number of people employed in the Local Government area	Australian Bureau of Statistics & City of Greater Geelong regional employment data	Increasing number of people employed in the Borough of Queenscliffe

Tourism Expenditure

Measure	Data Source	Target
Level of expenditure of people visiting the Geelong, Bellarine and Queenscliffe region, specifically: <ul style="list-style-type: none">• National Guest Arrivals• National Overnight stays• National Day Trips• International Guest Arrivals• International Overnight Stays	Geelong Otway Tourism Data Insights Quarterly and Annual Reports	Increasing level of expenditure

Business Activity

Measure	Data Source	Target
Number of businesses based in Queenscliff and Point Lonsdale	Australian Taxation Office – Australian Business Register	Increasing number of registered businesses

2013/14 Initiatives

1. Maintain the accreditation of the Visitor Information Centre service;
2. Actively engage volunteers in the delivery of Visitor Information Centre services;
3. Improve the level of Council, community, business and visitor information available through Council's electronic media;
4. Work with local, regional and state tourism organisations to increase the profile of tourism products and services in the Borough;
5. Facilitate local businesses access to information and professional development opportunities;
6. Support local organisations to effectively plan and promote major public participation events in the Borough;
7. Support the Queenscliff Lonsdale Business & Tourism Association and local community in conducting the annual 'Kids Busking for the Kids' Royal Children's Hospital fundraising event;
8. Work with neighbouring municipalities, G21 and the State Government to develop the G21 Public Transport Plan.

Strategic Objective 3: A unique natural environment

Portfolio: Sustainability & Local Environment

Strategies

- Protect the natural environment and significant vegetation
- Limit the spread of noxious weeds
- Promote recycling and minimise waste
- Work with the community to reduce carbon emissions
- Actively respond to climate change
- Improve access to parks and beaches
- Enhance walking and cycling routes and encourage use by the community and visitors

Strategic Indicators

Carbon Footprint

Measure	Data Source	Target
Corporate carbon emissions generated	Borough of Queenscliffe carbon emissions report from Planet Footprint	Reduce or maintain carbon emissions at base line (2010/11) level.

Waste Management

Measure	Data Source	Target
Recycling	Council Waste Management Contractor reports	Maintain or increase ratio of recyclable material to waste to landfill
	Borough of Queenscliffe Council e-waste collection data	Increasing level of e-waste collected and recycled in comparison to previous year
	Barwon Regional Waste Management Group Domestic Waste Audit	Maintain or reduce level of recyclable material in kerbside waste bins.

Community Satisfaction

Measure	Data Source	Target
Performance Index Score for: <ul style="list-style-type: none">• Waste Management• Environmental Sustainability	Borough of Queenscliffe Community Satisfaction Survey	Maintain or improve survey results

2013/14 Initiatives

1. Collaborate with local and regional organisations to implement weed reduction programs;
2. Support local organisations and volunteers undertaking projects designed to protect and enhance the natural environment;
3. Develop and implement a tree planting program that reflects the character of Queenscliff and Point Lonsdale;
4. Work with local and regional organisations and neighbouring Councils to reduce waste and promote recycling in the Borough and enhance the green waste disposal capacity of the region;
5. Implement the Council's Corporate Carbon Neutral Action Plan;
6. Facilitate community participation in the implementation of the Community Carbon Neutral Action Plan;
7. Actively participate in the Geelong Queenscliff Coastal Mapping Project;
8. Work towards the development of a network of connected walking and cycling routes.

Strategic Objective 4: A well-planned and attractive place to live and visit

Portfolio: Planning, Heritage, Arts & Culture

Strategies

- Preserve and value the Borough's significant history and heritage
- Manage Council infrastructure in accordance with the Borough's asset management plans and annual capital works program
- Enhance the main streets of Queenscliff and Point Lonsdale
- Maintain road and pedestrian safety
- Maintain shared pathways and improve walking and cycling routes
- Promote arts and cultural activity

Strategic Indicators

Ministerially approved Planning Scheme

Measure	Data Source	Target
Submitting the amended Queenscliffe Planning Scheme for Ministerial approval	Formal advice from the Minister for Planning	Ministerial endorsement of the Queenscliffe Planning Scheme

Tourism Visitation

Measure	Data Source	Target
Number of people visiting the Geelong, Bellarine and Queenscliffe region, specifically: <ul style="list-style-type: none">• National Guest Arrivals• National Overnight stays• National Day Trips• International Guest Arrivals• International Overnight Stays	Australian Bureau of Statistics – Tourism Research Australia Quarterly and Annual Survey data	Increasing tourism visitation

Community Satisfaction

Measure	Data Source	Target
Performance Index Score for: <ul style="list-style-type: none">• Condition of local streets and footpaths• Appearance of public areas• Art Centres & Libraries• Community and cultural activities	Borough of Queenscliffe Community Satisfaction Survey	Maintain or improve survey results

2013/14 Initiatives

1. Complete review of the Queenscliffe Planning Scheme and commence statutory amendment process;
2. Develop a Heritage Strategy to increase community awareness of and provide direction to the Council regarding the Borough's significant heritage;
3. Use Council's Planning Scheme, Policies and Local Laws to protect significant vegetation;
4. Implement Council's asset renewal and maintenance program for Council owned and managed community buildings and open space;
5. Implement Council's asset renewal and maintenance program for Council infrastructure including roads, paths and drainage;
6. Promote and support a range of arts, cultural and reconciliation activities and events.

Strategic Objective 5: A proactive and accountable Council

Portfolio: Governance and Finance

Strategies

- Value and draw on the skills, knowledge and views of the local community
- Provide transparent, open and accountable governance
- Ensure sustainable financial management and maximise external funding opportunities
- Minimise rate increases
- Maximise return on Council assets
- Increase revenue sources by developing Council managed Caravan Parks
- Foster partnerships with community organisations, business, our municipal neighbours and other levels of Government
- Provide a high standard of Customer Service
- Increase residents' access to information
- Advocate to other levels of Government on issues of key concern to the local community
- Ensure the continuing independence of the Borough

Strategic Indicators

Community Satisfaction

Measure	Data Source	Target
Performance Index Score for: <ul style="list-style-type: none">• Overall Performance• Customer Service• Community Consultation & Engagement• Advocacy• Overall Council Direction	Borough of Queenscliffe Community Satisfaction Survey	Maintain or improve survey results

Financial Sustainability

Measure	Data Source	Targets
<ul style="list-style-type: none">• Underlying Result• Asset Renewal Gap• Working Capital Ratio• Debt levels• Accumulated cash position	Audited Financial Statements Asset Management Plans Long Term Financial Plan VAGO report on Local Government audit results	<ul style="list-style-type: none">• Ongoing Underlying surpluses• Actual asset renewal greater than depreciation (cumulative over 7-10 years)• Working capital ratio greater than 120%• Total debt less than 80% of total rates and charges• Accumulated cash surpluses greater than or equal to breakeven

2013/14 Initiatives

1. Develop and implement a 'Community Information and Engagement' policy to increase public participation and access to information;
2. Establish reference groups to advise Council on major community projects as determined by Council;
3. Participate in the annual Local Government Community Satisfaction Survey;
4. Minimise municipal rates applied to local sporting clubs that have limited revenue sources;
5. Review lease arrangements with organisations occupying Council owned or managed land;

6. Establish a Councillor Code of Conduct and ensure that Councillor and staff behaviour complies with the respective Codes of Conduct;
7. Build collaborative relationships with local organisations, neighbouring Councils and other levels of Government;
8. Ensure adherence to guidelines on prudent management of debt, cash and asset renewal;
9. Review Council assets to improve return on investment;
10. Produce and forward the Council Plan, Strategic Financial Plan, Performance Statement and Annual Budget to the Minister for Local Government by 31 August 2013;
11. Complete an annual review of its Strategic Financial Plan and long term budget as part of its annual Budget preparation process;
12. Implement the Fire Services Levy in accordance with legislative requirements;
13. Effectively manage public and organisational risk and meet all legislative requirements.

2013/14 Capital Works Projects

1. Complete the Queenscliff Recreation Reserve Masterplan
2. Complete a Masterplan and stage 1 development plan for Queenscliff Kindergarten
3. Complete a Masterplan for the Botanic Gardens
4. Complete a Development Plan for the Queenscliff Lighthouse Reserve
5. Complete a plan for the future of the Point Lonsdale Lighthouse Reserve
6. Complete the Ferry to Pier Foreshore Development project
7. Complete the stage 1 construction of the Hesse Street Revitalisation Project
8. Complete the design of the Hesse, Wharf and Symonds Streets roundabout in Queenscliff
9. Complete the stage 1 construction of the Point Lonsdale Foreshore Revitalisation project
10. Complete construction of the Admans Street, Point Lonsdale Road roundabout in Point Lonsdale
11. Complete the Masterplan for the Hesse Street Hub in Queenscliff
12. Complete the Pathways Strategy for Queenscliff and Point Lonsdale
13. Seek funding to develop the Queenscliff sport and recreation precinct project
14. Seek funding to undertake a Development Plan for Fort Queenscliff
15. Work with Bellarine Railway to upgrade the Queenscliff Historic Railway
16. Upgrade the Queenscliff Senior Citizens Centre to incorporate the functions and needs of the Queenscliff Sea Scouts
17. Develop a 'Tree Replacement Plan' for the Borough's historic cypress avenues and selected other tree species
18. Review the provision of public toilet facilities in the Borough
19. Work with the Point Lonsdale Surf Life Saving Club and Point Lonsdale Boardriders to plan the development of shared clubroom facilities
20. Produce a plan for the future of Golightly Park
21. Seek funding for stage 2 construction of the Point Lonsdale Foreshore Revitalisation project
22. Seek funding for stage 3 construction of the Point Lonsdale Foreshore Revitalisation project